



**WORKFORCE
CHALLENGE HUB**

NHS
England
North East & Yorkshire



Health Innovation
Yorkshire & Humber

Workforce Transformation Toolkit



www.workforcechallengehub.net

About this Toolkit

Workforce Transformation Toolkit:

Workforce transformation is happening everywhere, by everyone – loose or structured, planned or organic, long burn or quick win – and we recognise that tackling workforce challenges effectively requires a range of interventions. This **Workforce Transformation Toolkit** provides an overview of some of the key workforce transformation tools that are available to support workforce redesign, transformation and planning. You will also find information in the Toolkit about upcoming training opportunities relating to these tools, as well as examples of project activity.

It is for anyone who has a role or interest in workforce transformation across NEY including:

- HEE staff and other arms lengths bodies
- Integrated Care Boards, Partnerships and Systems
- Healthcare Provider Organisations
- Those with professional leadership for specific segments of the workforce and professional networks

We recognise that not all transformation activity will require the types of tools described in this Toolkit, and there are lots of ways in which the Workforce Challenge Hub can work with ICS partners to drive innovation and provide support for positive change. Please contact the Workforce Challenge Hub directly to discuss any specific needs or challenges.

The Workforce Challenge Hub is versatile in its approach to responding to the transformation needs of stakeholders. In using this toolkit, the following questions may be helpful when considering which tool may be appropriate in supporting your activity:

Do you need help in identifying your workforce challenge and possible solutions?



Do you have a solution in mind but require support on how to implement and deliver the transformative change?



Do you require support with new ways of working and/or role redesign?



Using this Toolkit

This toolkit includes a broad range of tools that support workforce transformation - from initial diagnostic tools and methodologies through to implementation techniques.

In producing this toolkit, we have catalogued each tool based on the following three broad functions (recognising that more than one category may apply to any single tool). The symbols below can be used to help identify different types of tools depending on the type of workforce challenge being faced, or the nature of the transformation needed – from tools which help to identify root causes through to redesign methodologies and implementation planning.

**Type
of tool...**

Tools that include
DIAGNOSTIC
analysis and visioning



Tools that support
REDESIGN activity
and resources,
products and
methodologies



Tools that support
IMPLEMENTATION
and roll out



**Look
out for....**


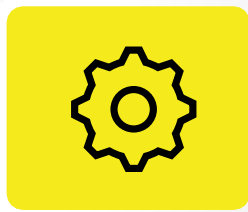

Using this Toolkit

This toolkit describes 9 key workforce transformation tools as listed in the table.

For each of the 9 tools listed, the toolkit provides:

- An overview of the tool, alongside some key benefits of the tool
- Links to further information about the tool, include any upcoming training session

We recognise that there are many more design models and frameworks in addition to those included in this toolkit. Please refer to the Annex for other examples you may wish to consider, including examples of service design tools. We will continually review and update this Toolkit to reflect national and local innovations - please let us know of other tools or frameworks that would add value to the Toolkit.

Transformation Tool			
HEE Star	✓	✓	✗
HEE Roles Explorer	✗	✓	✗
HEE Framework for Spread and Adoption	✗	✗	✓
6 step model for workforce planning	✓	✓	✗
MDT Toolkit	✗	✓	✗
CLEAR	✓	✓	✗
Calderdale Framework	✓	✓	✓
Com-B	✗	✓	✗
BCDF	✓	✓	✓

HEE Star



About HEE STAR

The HEE Star supports workforce transformation by helping providers understand their workforce requirements and also providing a range of potential solutions. It provides a simple, step by step, staged approach that helps to tackle workforce transformation in bite sized chunks, prompting creative solutions to workforce skill mix and redesign based around five key enablers.

- Supply
- Up-skilling
- New roles
- New ways of working
- Leadership

It is accompanied by an online directory which signposts to opportunities, products, and resources to help design solutions to a wide range of workforce and training challenges.

Benefits

HEE commissioned health Economists Economics By Design, to qualify and quantify the value to Providers and systems of applying the HEE Star methodology to planning workforce redesign. Read more about the findings [here](#).

Find Out More

[Read more](#) about the HEE Star

Register your interest for HEE Star Practitioner Level 2 training here: [HEE Star Practitioner Level 2 Training here](#)

HEE Roles Explorer



About HEE Roles Explorer

HEE Roles Explorer is a collection of resources to support those responsible for planning and delivering workforce redesign. It is designed to:

- Provide inspiration and alternatives when designing the optimum skill mix.
- Explore the capabilities, training requirements and career frameworks for different roles.
- Support you to choose the best fit for your service model.
- Develop new staffing models to fit new ways of delivering care.
- Provide a range of resources to support the introduction of new roles, including best practice for planning methods and case studies which illustrate how roles are being deployed in each of the core system priorities (e.g. mental health and primary care).

Benefits

The resources are for use when introducing new roles, or innovative adaptations to existing roles already being deployed within a service or system.

Find Out More

HEE Roles Explorer is a workspace hosted on the **FutureNHS platform**. This is a membership only site. If you are already a member, please enter your log in details and navigate to 'workspaces', search for 'HEE Roles Explorer' and click on 'request to join'. If you are not already a member, you will be required create an account before following the steps above. Once complete, you will be able to access the Roles Explorer seamlessly on future visits. If you experience any issues, please contact transformation@hee.nhs.uk

HEE Framework for Spread & Adoption



About Spread and Adoption

HEE have produced a framework for spread and adoption of workforce innovation. It is a distillation of the key success criteria for facilitating the spread and adoption of workforce innovations, locally, regionally or nationally, using the following steps:

- Analyse the original innovation
- Spread the message
- Get ready to adopt
- Adapt and implement
- Sustain the innovation

Benefits

It provides a simple five-step approach, with supporting tools and theories, that makes it easier and quicker to achieve the scale and pace required for workforce transformation.

Find Out More

Read more about the Spread and Adopt Framework [here](#).

6 Step Model for Workforce Planning



About the 6 Step Model for Workforce Planning

An e-learning programme that can be used as a tool to support the six step approach to workforce planning. It is aimed at anyone engaged in service redesign, restructures and reorganisations but can be scaled dependent on the size of the change.

It also is supported by a case study illustrating the steps that should be followed as part of the workforce planning process.

Benefits

The six steps have, for several years, been widely regarded as the method used to support workforce planning in health and social care.

The programme is made up of six steps which will guide the health and social care professional through the principles and activities of planning.

Find Out More

In order to access the e-learning Six Steps Approach To Workforce Planning programme, you will need an elfh account. Find out more how to access the e-learning [here](#).

Multidisciplinary (MDT) Toolkit



About the MDT Toolkit

The MDT toolkit is a step-by-step guide to help progress a one workforce approach across health and care organisations and Integrated Care Systems (ICSs) . By one workforce we mean people coming together as part of multidisciplinary teams (MDTs) to deliver a shared objective – whether that be a project to introduce a new role, redesign of a patient pathway or providing care in a different way.

The toolkit is framed around six enablers of MDT working and presents evidence:

- Planning and design
- Skill mix and learning
- Culture
- Shared goals and objectives
- Working across boundaries
- Communication

Benefits

Whilst there is lots of evidence already published, this is often sector or setting specific. This toolkit is intended to collate the current evidence base into a single, whole system guide and so complements existing frameworks. It is aimed at those who are driving greater collaboration across boundaries and is relevant to MDTs regardless of composition, setting or organisation/ system.

Find Out More

Read more about the MDT Toolkit [here](#).

CLEAR

(Clinically Led Workforce Activity and Redesign)



About CLEAR

CLEAR provides innovation expertise, data analysis and a unique 26-week methodology which allows clinicians to redesign clinical teams and service. Clinicians are trained and supervised while working on live projects, meaning that all solutions and recommendations are locally-led. The four key stages of a CLEAR project take those enrolled in the Programme through four key phases: clinical engagement, data interrogation, innovation and recommendations.

CLEAR offers three types of support in one programme:

- Project support and expertise in workforce and service redesign
- Big data analysis and visualisation
- Training and modelling tools for clinicians

Benefits

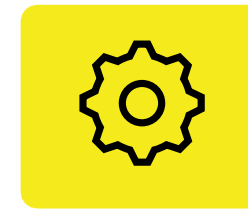
CLEAR offers service transformation benefits for NHS organisations and integrated care systems; and work-based learning for clinicians. Participants are assigned to live projects, with education and supervision by the national CLEAR Faculty, and support from data scientists who work closely with each participating organisation to extract and visualise the relevant data.

Find Out More

Read more about the CLEAR Programme [here](#).

To register your interest in CLEAR Essentials training (1 day), please register [here](#).

Calderdale Framework



About the Calderdale Framework

The Calderdale Framework is a 7 -step, clinician-lead process used to improve the way a healthcare team works. It provides a clear and systematic method of reviewing team skill mix, developing new roles and new ways of working and linking these workforce changes to service redesign to ensure safe and effective patient-centred care.

Benefits

Developed out of clinical need to assure quality and safety for patients and staff

Transformed the workforce through delegation, skill sharing and development of new roles

Used in services and teams, across pathways and organisations. These include primary, secondary and social care and third sector. All staff groups at all level.

Find Out More

Read more about the Calderdale Framework [here](#).: Information on Calderdale Framework training coming soon.

COM-B Model



About COM-B

The COM-B model is a behaviour change model used to identify what needs to change in order for a behaviour change intervention to be successful; the three key factors being:

- Capability
- Opportunity
- Motivation

Benefits

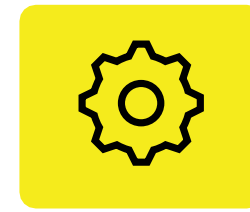
The COM-B model of behaviour provide a basis for developing behaviour change interventions that recognise the importance of all the relevant factors influencing behaviour. It is a general models and provides guidance on broad strategies. COM-B may be used in conjunction with more specific models relevant to the specific behaviours in question.

Find Out More

[Read more](#) about the COM-B Model on the Decision Lab website.

BCDF

(Behaviour Change Development Framework)



About BCDF

The Behaviour Change Development Framework and Toolkit (BCDF) is a tool to support system-wide behaviour change development of the workforce. BCDF includes 4 behaviour change training levels: Behaviour Change Literacy (the whole workforce); BC1 (workforce delivering very brief interventions); BC2 (workforce delivering brief and extended interventions); BC 3 (workforce delivery high intensity interventions)

The toolkit includes resources to start behaviour planning, comprising: competency spectrum; training level assessment tool, e-learning, tools for commissioning and embedding behaviour change.

Benefits

The Behaviour Change Development Framework is for the whole system - recognising that behaviour change support can take place in any setting (NHS, Primary Care, Local Government, Voluntary Sector, Private Sector etc). The BCDF can support individuals in their own behaviour change development as well as help workforce leaders in developing their workforce, whether they manage a team; are responsible for an organisation's workforce; or responsible for a workforce at a system level.

Find Out More

Read more about the Behaviour Change Development Framework and Toolkit [here](#).

Behaviour Change Literacy e-learning is available for workforce leaders [here](#).